Department of Defense

Strategic Plan

For

Defense Wide Procurement Capabilities

(A Functional Strategy)

Version 2.0

September 25th, 2014

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VISION

In order to minimize variation in contracting and simplify the design and development process for the next generation of systems, the Department is developing common services to enable data and business rule validation, provide clause logic, and distribute data between contract writing systems and the associated accounting and logistics systems. Employing this modular plug and play approach simplifies system development and enables agencies to choose the best technical solution to their individual needs and business environments.

This vision, developed in collaboration with the DoD Senior Procurement Executives is endorsed by the Director of DPAP and establishes a strategic 5 year plan for the procurement community. Use of information technology synergies should enable components to effectively deliver equipment and services that meet the needs of the warfighter through innovative policy, guidance, and oversight while being good stewards of the taxpayers' money. This approach leverages the common enterprise wide services and data standards to promote consistent interpretation of legislation, policy, and regulation across DoD, minimize duplicative investment and facilitate rapid implementation of policy and process change within a flexible technology baseline that acknowledges the existence of component unique processes and interoperability requirements.

The information technology environment and DoD Contract Writing Systems (CWSs) used for defense wide procurement capabilities must meet functional and electronic exchange data standards (and associated business rules) and use enterprise services, common test criteria and internal controls for validation. Seamless use of data from authoritative sources is critical. Metrics, business intelligence and scorecards shall be used to ensure progress and inform governance of existing and future systems environment.

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EXECUTIVE SUMMARY

This strategic plan articulates requirements for Defense wide procurement capabilities to use established data standards, enterprise services, internal controls and business intelligence. In recognition of the unique procurement needs of the federal government, and Defense Department, and having extensive unfavorable experience meeting those needs with customized commercial tools, DoD is pursuing a mixed technology solution enabling the use of commercial applications where such applications fully meet specific business needs, combined with government developed capabilities built with commercial tools to meet the documented DoD and component unique requirements in order to ensure interoperability and end to end process integrity within the department.

In lieu of attempting to purchase a turn-key solution to the complex problem of managing all the processes and data involved in contract writing, DoD envisions a shared operating environment driven and governed by data standards with shared governance over core capabilities, data standards, and business rules, along with shared technical architecture and development tools, in which Components will develop and share capabilities to support specific business needs and deploy and integrate commercial applications. This environment will comprise commercial databases and both commercial and custom applications integrated through the use of modules by leveraging state of the art business process management software tools. DoD intends to maximize the use of commercial components and tools to develop this environment optimized to enable fast responses to policy changes, precise compliance with applicable law and regulation, and easy integration with other portions of the Defense business enterprise.

Governance of this environment will follow a federated model. Data standards, business rules, and capabilities used by all parties will be subject to central governance through a Procurement Business Operations Requirements Group (PBORG) chaired by the office of the Director of Defense Procurement and Acquisition Policy. Development and operation of the enterprise capabilities will be the responsibility of specifically designated program offices (e.g. DLA for WAWF). Functional training of operational deployments will be a shared responsibility of the components and an enterprise program office, as designated. Components must ensure new or legacy commercial contract writing systems are interoperable with established DoD enterprise services and standards. DoD may develop, or contract for development of capabilities built using development tools of a common environment, with testing and deployment support provided by a central program office. To the extent that a Component has deployed a capability, other Components are invited to reuse or further develop that capability.

This plan was developed within the framework of the DoD Strategic Management Plan but specifically supports USD AT&L priorities to: support the warfighter, achieve efficiencies and protect the future. Initiatives achieved from FY12 to FY13 are articulated in Appendix 5.1. Target initiatives for FY14-18 are identified. Most initiatives target improvements to achieve audit readiness and sustainment of internal controls.

SECTION 1: Procurement Enterprise Capability Need

Statutory Direction

DoD needs the ability to write, distribute and manage contract actions using electronic systems. Section 862 of the National Defense Authorization Act for Fiscal year 2013 directed the Department to:

> (1) establish uniform data standards, internal control requirements, independent verification and validation requirements, and business process rules for processing procurement requests, contracts, receipts, and invoices …
> (2) establish and maintain one or more approved electronic contract writing systems that conform with the standards, requirements, and rules established pursuant to paragraph (1);and
> (3) require the use of electronic contract writing systems approved in accordance with paragraph (2) for all contracts entered into by the Department of Defense …

As stated in the report to Congress on implementation of section 862, dated 31 July 2013, DoD has established and published the required standards and business rules. Using these standards and rules as a base, DoD manages a set of enterprise systems outlined in this document.

Transparency

This strategic plan is broader than the statutory direction and addresses processes and procedures across the entire procurement lifecycle from acquisition strategy and planning to contract closeout. A particular area of legislative focus, beginning with the Federal Funding Accountability and Transparency Act (FFATA) of 2006 and continuing through the Digital Accountability and Transparency Act of 2014, is making information about contracting actions available to the general public. Legacy system based material and non-material factors have inhibited the Department's ability to comply with this legislative priority but progress has been achieved through verification and validation processes used to implement FFATA.

Procurement Scenarios

Contracting occurs worldwide. Most contracting occurs in an office environment with customary office automation. Capabilities will also be required for the contingency contracting environment, which is characterized by minimal or limited network connectivity, austere operating conditions, and mobile operations. The solution set may employ differing configurations for the contingency environment.

Contracting is also guided by strategic sourcing goals. Over time the contracting community has been organized into commodity specific buying commands (e.g. NAVSEA). If other organizations need procurement assistance from those buying commands for what is termed "assisted acquisition", then funds are sent for either intra or intergovernmental requirements by a requiring activity. Contracting organizations across DoD perform strategic procurement assisting others on an as required basis but this means they must configure their procurement systems to accept requirements that do not originate from their primary organization.

The DoD contracting environment consists of three major scenarios (operational/base level, major systems, and logistics/inventory control point). Within these scenarios, a complicating factor is the required integration with legacy, new, and emerging component systems within the requirements development, logistics and accounting areas in order to support the component's requirements and those of assisted acquisition and joint basing.

The most complex scenarios are for major weapon systems procurement, currently supported by Air Force's ConWrite, Army's PADDS, and the Navy's and Defense Agencies' use of the Standard Procurement System (SPS). The size and complexity of these contracts has historically made it difficult to find a commercially developed government contracting tool that could accommodate the needs of our diverse weapons and major systems communities without extensive customization or modification.

The second most complex type of contract writing environment is general contracting. This environment includes a full range of contract types, products, services, and construction, but it involves less complex contracts of shorter duration than the major weapons system environment. These offices most commonly use SPS and other systems.

The third contracting environment is the inventory control point, where the workload consists of high volume simple contract actions for supplies. Some of the current systems used are ACPS, ITIMP, EProcurement and various legacy DLA systems. These environments are characterized by a high degree of integration between the contract writing system and the requiring systems, along with the automation of simple decision making processes to the point of making certain contract actions essentially hands off. While this more closely resembles a true commercial contracting environment than the others, the requirements of federal contracting coupled to the highly automated environment result in a different set of priorities across the contracting community in DoD.

Current State of the Procurement Electronic Business Environment

Over the last twenty years the procurement community, federal-wide and DoD, have identified, developed and deployed a set of procurement enterprise services and capabilities. These capabilities have automated manual processes and reduced numerous redundant systems, and achieved efficiencies with better internal controls for both the pre-award and post-award contract processes. Effective in 2014, DoD will have successfully turned off 10 of 11 previous past performance systems in DoD and achieved a similar accomplishment with PPIRS being declared the single source for past performance information across the federal government. Appendix 5.4 contains a list of the current enterprise capabilities. Of the original Federal Integrated Acquisition Environment (IAE) suite's portfolio of capabilities, four have been collapsed into a common architecture known as the System for Award Management (SAM).

This same enterprise integration is also occurring with Wide Area Workflow where that application by November 2014 will include the Item Unique Identification (IUID) registry, the Contracting Officers Representative Tracking Tool, MyInvoice, and Direct Cite Military Interdepartmental Purchase Request, in addition to processing invoices and receiving reports.

Additional enterprise integration is also occurring with the Joint Contracting Contingency System where that application includes AGARTRS, Theater Business Clearance, 3 in 1 and the pilot oContrax.

Today, there are 17 unclassified[1] Contract Writing Systems (CWS) in use within DoD. Current contract writing systems have a combination of deficiencies that prohibit long term use without investment in extensive modification or replacement, particularly to ensure compliance with the Procurement Data Standard. Legacy systems' architectures are aged and require refreshing or replacement to maintain operability in current hardware and software environments. Clause logic capabilities are maintained at the component level or, for SPS, centrally managed and distributed, but implemented at the local level by system administrators with both lower efficiency and greater cost, impeding compliance with applicable law and regulation.

Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF)

Appendix 5.2 captures a snapshot of the current state of our procurement environment against the DOTMLPF framework. DoD process re-engineering and audit readiness initiatives have prioritized efforts to improve internal controls and data standardization to improve current operations.

Target State of the Procurement Electronic Business Environment

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[1] The 17 include: SPS; PADDS & SNAP (Army); ConWrite & ACPS (Air Force); ITIMP, SeaPort, & eCommerce; eProcurement/EBS, EMALL, & oCONTRAX (DLA); IDEAS & COPS (DISA); MDO (DCMA); COINS (USTC); PRISM (DHA & Navy); DLA Legacy (being sunset by EBS) – see Acronym Listing in the appendix for a complete description of each;

Despite the procurement environment's maturation, the focus in the target environment will be driven by data standards and enterprise services. The expectation is that the maturity and deployment of data standards will continue, as will emergent enterprise capabilities for defined procurement functions (e.g. automated closeout). OSD leadership, in coordination with PBORG membership, has established a set of initiatives which will lay the foundation for the enhancement and proliferation of such enterprise services and standards. Those initiatives are exhibited in appendix 5.1.

With over a dozen contract writing systems built on outdated technology, the future needs of the DoD procurement community go well beyond what a commercial off-the-shelf (COTS) CWS[2] can do without tailored configuration. Any product acquired requires significant customization first to ensure integration with enterprise finance, logistics and procurement systems and second to address specific functional areas like major weapons systems. According to Federal Procurement Data System (FPDS) data, in 2013 almost 73% of total obligations were considered fixed price. This 73% included airplanes, tanks and complex purchases that commercial tools cannot handle without customization or additional services, particularly when those business arrangements include mixed contract types. The NDAA FY13 statute also requires that DoD move away from manual contracting writing which still constitutes 9.5% of dollars and 1.4% of actions as of the first two quarters of FY14).

DoD intends to keep commercial customization to a minimum, rely on continued maturity of enterprise systems and to use Business Process Management tools to fill in the balance of needed functionality for contract writing. This approach may be combined with new or existing Government Off-the-Shelf (GOTS) or plug and play COTS. This same approach will be adapted for other functions across the life cycle of contracting enterprise.

To ensure future and existing contract writing capabilities meet the requirements of the FAR and DFARS, Operational Suitability Test Criteria for Contract Writing Systems should be used to tailor a test plan to the scope of actions covered by the system. This criterion is available at: http://www.acq.osd.mil/dpap/pdi/eb/docs/CWS_Develop_and_Test_coord_version.pdf.

SECTION 2: Procurement Mission

The mission of the procurement community is to support the warfighter through acquisition of supplies and services and successful contract administration. In support of this mission, contracting workforce must rely on contract writing systems to generate and distribute contract actions, including awards of new procurement instruments, orders, modifications, and closeouts that meet the requirements of established standards and regulations. Successful contract administration is also critical to ensure appropriate oversight and management of contract performance. Contract administration is measured by a variety of tools including audits, data validation/generation for reports and scorecards.

Primary users will consist of the contracting community. The contracting process must also support secondary user review, editing and management of documents as well as approval and/or signature of the contract and all supporting documentation. These secondary users are individuals on the acquisition team outside the contracting community, such as program managers (including requirements generators), technical experts, financial and logistics functional operators and legal advisors.

Other stakeholders are potential and existing contractors. They are affected by the integrity of the contracting process and the skill sets of the contracting community. The contracting process requires architecture configuration to support interaction with accounting requirements, logistics, and audit systems to name a few.

An example of this interaction is the establishment of a small app by DPAP that crosswalks the Product Service Code (PSC) to NAICS and budget Object Class. This cross walk uses the product and service

[2] DoD defines a COTS CWS as a commercially available software application, or product, whose core competency (out of the box) is to generate and issue FAR-based contracting actions (awards, orders, or modifications).

DoD taxonomy to drive ease of selection of the PSCs. Targeted for production by October 2014 the initial version of this tool is available at:
https://www.psctool.us. This tool was the result of collaboration between the budget, finance, and contracting community.

Another collaborative effort is the work underway to determine the next generation of MOCAS. MOCAS is the critical entitlement and contract administration system with the business rules to manage complex, cost based contracts. The P2PPAWG is coordinating to ensure the analysis of alternatives will meet the needs of both contracting, finance, entitlement and payment functions.

The flow of data generated from the contracting process will touch many other systems, both internal to the government and external (i.e. the contractor). Thus the stakeholder list grows exponentially as the data moves further away from contract initiation. Contract writing and administration occurs in a near real time transactional environment. Systems should be available during operating hours for the organizations involved, which may extend to close to 24/7 operation at times and under certain circumstances. Of key importance is development and deployment of upgrades and integrations.

SECTION 3: Laws, Regulations, and Policies (LRPs)

Defense contracting is governed by the FAR, DFARS, and component supplements. Further guidance is provided by DoD Directives and Instructions, most notably the 5000 series acquisition guidance, the 4000 series logistics guidance, and the 8000 series information technology guidance which are incorporated by reference at various portions of the DFARS. Integration with other disciplines is the key to successful contract execution.

Contracting continues to experience changes to the regulations as a result of both statutory and policy direction/instruction. The contracting environment is dynamic and always evolving as a result of these regulatory changes. Many of these changes, in the past, have had to be implemented on a short timeline. There is no foreseeable expectation for that timeline to lengthen. The change response cycle is normally less than 18 months.

The systems interacting with contracting can also be expected to change. Contract writing systems will need to be configurable to stay current with this ever changing environment. The DoD is addressing this by focusing interfaces on standard data sets using the GEX as a common point of exchange. The EGov Act of 2002 establishes a requirement to achieve efficiencies in systems interacting with industry. The DoD community has established a priority to create and maintain systems that ensure a single face to industry to reduce regulatory burden and achieve efficiencies.

In an effort to help the agencies and components maintain visibility to the evolving standards and services with which they must be compliant and interoperate, DPAP has established a publically available website called the DoD Procurement Toolbox at http://www.dodprocurementtoolbox.com/ that will comprehensively document and describe the standards, services, and applications that govern and enable the DoD's procurement processes and data. The focus of the Toolbox is improving the ability to understand and comply with the standards and services that govern the DoD procurement processes and improving the timeliness of updates as standards and processes evolve.

In accordance with the requirements of Title 10 U.S.C. section 2222 and FY 2008 NDAA, DPAP collaborates with other functional sponsors to ensure the Business Enterprise Architecture is documented as laws, regulations, or policies are issued.

SECTION 4: Business Enterprise Architecture

Within the BEA, and in collaboration with the DoD Comptroller, the end to end process for Procure to Pay activities has been documented. The BEA is used to ensure compliance with enterprise systems, standards and process, built on existing laws, regulations, and policies. Once documented, the Department is required to meet the requirements established in the architecture as organizations request certification of funds for business systems investment and modernization. This includes any future procurement system. Functional decisions made by the contracting community need to be balanced with

those made by other functional disciplines to ensure the End to End process is effective and efficient.

Figure 1 displays the level one (L1) processes for the P2P end-to-end. In order to support the primary and secondary missions, contract writing systems need to be capable of supporting both directly and indirectly the P2P related activities and processes displayed in Figure 2. While there are activities and processes within P2P that are beyond the scope of the procurement processes covered by this document (e.g. financial disbursement), they provide the context in which procurement capabilities need to be developed and integrated in order to efficiently conduct transactions from end to end without introducing manual human intervention.

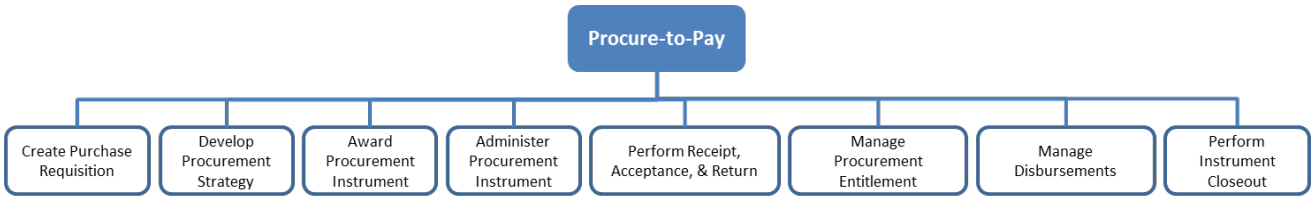


Figure 1 Procure-to-Pay Level 1 Processes

Create Purchase Requisition

Create Purchase Requisition relates to the initiation and management of requests for the purchase of goods and/or services. A sub-component of this process step includes, but is not limited to, validating that funds are available and reserving the funds necessary for the purchase requisition via a financial commitment transaction.

Develop Procurement Strategy

Develop Procurement Strategy is initiated as a review of sourcing alternatives for the goods and/or services requested to determine the products and services from vendor sources that will best meet the requirement. Activities include determining: appropriate contractual vehicles, terms and conditions, opportunities for strategic sourcing, and the independent government estimate for performance. This activity determines the strategy to acquire supplier provided goods and services that satisfy the approved requirement.

In addition to contract writing, there are a variety of other processes involving the contract specialist that ideally should be provided through an integrated environment. Among these are the development and approval of pre-solicitation documents such as Acquisition Plans, Justifications and Approvals for Other Than Full and Open Competition, various types of Determinations and Findings, market research results, small business coordination reviews (DD2579), and others. Similar requirements are present in the source selection phase and after award. Most of these efforts are document centric, with little common data. Nevertheless, DoD is working to simplify and share capabilities in this area wherever reasonable and practicable, both to enhance visibility of the health of the contracting enterprise and to facilitate sharing of lessons learned across the Department. DoD anticipates continuing the federated approach to capability development to enable localized development of solutions to specific processes, with the intent of then expanding and sharing those with the broader procurement community at the enterprise level.

Award Procurement Instrument

Within the BEA Procure-to-Pay process, the primary role of the contract writing system is depicted within the Award Procurement Instrument process. The contract writing system is not limited to just the Award Procurement Instrument process.

Administer Procurement Instrument

Administer Procurement Instrument is composed of monitoring the contract, agreement or order to ensure that a supplier is meeting requirements in accordance with the terms and conditions of the procurement instrument for providing goods/services and performing the administration activities from award to physical completion including change request management and vendor performance evaluation.

Perform Receipt, Acceptance, and Return

"Perform Receipt, Acceptance and Return involves confirming that goods and/or services were delivered as ordered, any errors were resolved, and formal acceptance was rendered by the government."

Manage Procurement Entitlement

"Manage Procurement Entitlement includes the approval of the request for payment from the commercial vendor for goods or services rendered."

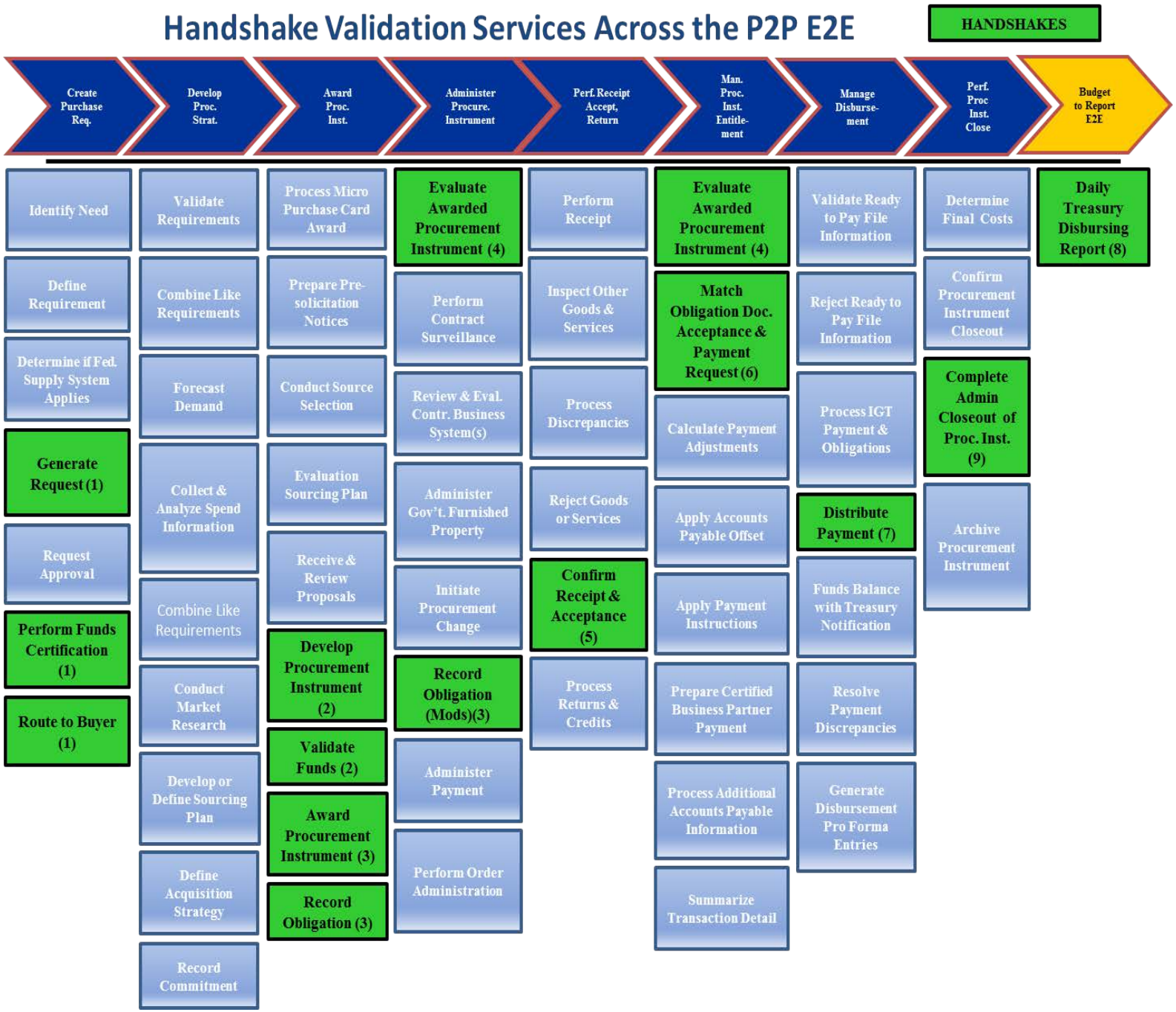
Manage Disbursements

"Manage Disbursements supports all activities necessary to execute the payment process for transactions that have been authorized for payment."

Perform Instrument Closeout

"Closeout of the procurement instrument includes those processes that execute contract closeout procedures from physical completion confirmation to archiving contracts in accordance with statutory regulations."

Figure 2 Procure-to-pay End-to-End



Handshakes

The term “handshake” referenced in the figure on the previous page refers to electronic information exchanges that take place either within or between two processes related to procuring goods or services. There are nine handshakes within the P2P End-to-End process. For each handshake, the procurement, logistics and finance communities are collaborating to ensure that standards are created or maintained to ensure efficiencies are achieved or maintained. As these standards mature or are deployed at the enterprise level, changes to accounting, logistics, contracting and other payment systems may occur. These handshakes are defined as follows:

Handshake 1: “Clarifying what we intend to buy” – The development and receipt of an appropriately formatted, set of Purchase Request (PR) data by the contract writing system. This process includes the performance of a commitment and certification of funds against a PR in the accounting system.

Handshake 2: “Checking funds are available for what we are going to buy” - The execution of a pre-award funds validation or “funds-check” in order to ensure that funds committed at Handshake 1 remain unchanged and certifiable.

Handshake 3: “Posting what was awarded to accounting system(s)” - The automated electronic recording of the obligation, including the full set of contract data required to facilitate traceability, in the accounting system at time of contract award or funded modification.

Handshake 4: “Posting what was awarded to entitlement system(s)” - The automated electronic recording of the contract in the entitlement system at time of contract award or funded modification is critical to successful contract administration.

Handshake 5: “Confirm receipt and acceptance” - The confirming of receipt and acceptance of goods or services, aligned with a specific award, to the Government to facilitate entitlement.

Handshake 6: “Perform entitlement” - The process of taking ownership of goods delivered to the Government to facilitate payment.

Handshake 7: “Pay the Vendor” - Payment systems receive accurate accounting and entitlement data, which is then used to make timely and accurate payments to vendors.

Handshake 8: “Report Payments to Treasury” - DoD financial systems provide complete and accurate payment data to the US Treasury in accordance with Federal standards.

Handshake 9: “Perform Contract Closeout” - Completed/terminated contracts are closed in DoD acquisition and financial systems, and remaining funds are de-obligated.

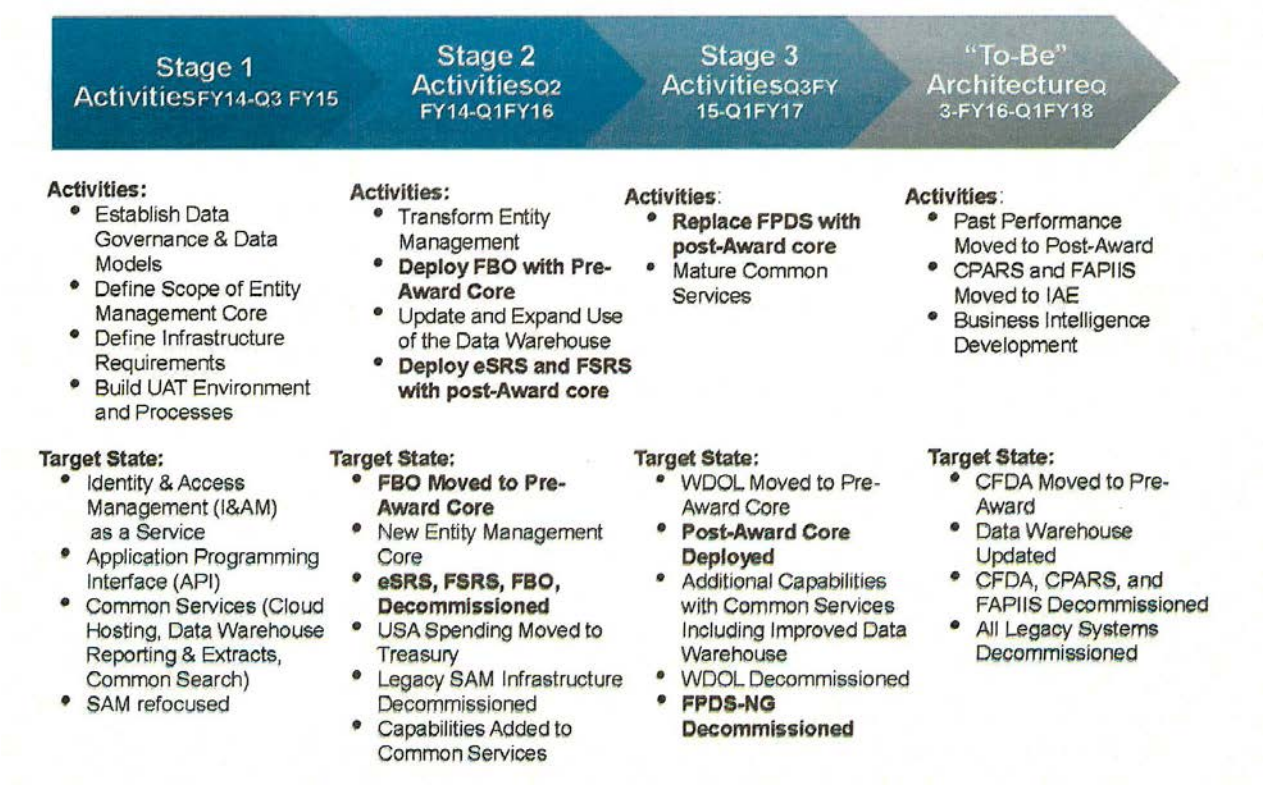
SECTION 5: Appendices

The following appendices detail the roadmap to achieve defense wide procurement capabilities, metrics and measures of success, enterprise systems and services, data standards, and governance.

5.1 Roadmap for Defense-wide Procurement Capabilities

The Federal-wide and DoD procurement community will continue to be managed through the regulatory process and leverage a standards driven architecture using common services. Across the Federal-wide procurement community there are planned improvements to the Integrated Acquisition Environment set of services that were approved by the Award Committee for eBusiness in November 2013.

The investment necessary for these improvements will come from passbacks levied by OMB as well as from resources allocated by the General Services Administration. The phases of these planned improvements are summarized below:



The DoD procurement community will continue to rely on enterprise services managed by the Defense Logistics Agency. The resources for these services are provided through a service level bill applied by DLA that funds the operational costs of the following systems: WAWF, EDA, CORT Tool, IUID Registry, with My Invoice and DD254 (Security Clearances) slated to join these systems over the next few years. Investments in functionality in these systems are provided by the user community as required and managed through established requirements boards.

The DoD Procurement leadership is working closely with the senior members of the Procure to Pay Process Advocates Working Group (P2PPAWG) and is partnering with the Deputy Chief Financial Officer (DCFO) to develop Standard Operating Procedures across the end to end environment. The charter for this group is available at http://www.acq.osd.mil/dpap/pdi/p2p/docs/P2PPAWG_Charter.pdf. This group is charged with developing interface standards and data exchange rules for purchase requests, accounting, procurement, entitlement, receiving/acceptance, and disbursement.

The DoD Procurement leadership has been engaged in Business Process Reengineering within the procurement community. Functional strategies were developed and presented to the Defense Business Council for FY13 and FY14 investment decisions. These functional strategies are available for viewing on

a Common Access Card (CAC) enabled site:
https://dcmo.osd.mil/coi/ibf/SitePages/AllFunctionalStrategies.aspx.

The following chart tracks implementation of initiatives accomplished in FY12 and FY13. All of these initiatives will continue forward.

FY12 and 13 Accomplishments				
Goal: Supporting Forces who are Engaged in Overseas Contingency Operations				
Initiative	Policy	Accomplishment	Systems Impact	Audit Critical
Establish policy and deploy digital SF-44 capability	DFARS 213.306 USD-Comptroller Memo,"DoD 3in1 Tool Contingency Financial Management Standard Operating Procedures" 24 SEP 2012	Policy established in DFARS; Comptroller and DFAS issued Standard Operating Procedure; AF, Navy, Army training and deploying iteratively	E/C	Y
Improve ability to identify contractor personnel going to theater locations	DFARS 225.7401	Standardized workflow and data formats for the Theater Business Clearance Process; deployed capability as a module in JCCS.	E	N
Establish a standard process and formats to facilitate requirements development and workflow for contingency environments	FAR 7.105, DFARS PGI 204.201, DFARS PGI 253.208-1	cASM demonstrated ability to produce a PRDS compliant document and route through the GEX to contracting and output PDS	E/C	Y
Demonstrate efficiencies an E2E electronic CWS and Clause Logic in a contingency environment	N/A	Successfully piloted oContrax in AFCENT and HOA	E/C	Y
E = Enterprise System, C= Component System				
Goal: Improving Efficiency				
Initiative	Policy	Accomplishment	Systems Impact	Audit Critical
Improve use of Contract Informational Line Items	DFARS 204.7103, 204.7104-2	Navy led team in FY12 to determine business process solutions needed for finance, logistics and procurement	E/C	Y
Re-engineer Contract Clause Management	N/A	Initiated Clause Logic Service	E/C	Y
Standardize procurement and financial management electronic exchanges across the P2P transaction lifecycle	Numerous References	P2PPAWG agreed to develop Standard Operating Procedures; drafting and coordinating V.1 of Handshakes 1,2 and 3	E/C	Y
Standardize processes and procedures for Intragovernmental Transactions	DFARS PGI 253.208-1	DPAP defined scenarios for electronic direct cite MIPRs using PRDS; funded for WAWF Fall 2014 release	E/C	Y

Standardize procurement and logistics exchanges across the transaction P2P lifecycle	DFARS 246.7	Integrated issuance of Product Quality Deficiency Reports into acceptance process in Wide Area WorkFlow; created ability to track Warranty E2E	E/C	Y
Establish enterprise capability to track appointment and training of Contracting Officer Representatives	DFARS 201.602-2	Piloted and deployed DoD wide Contracting Officer Representative tool as a module in WAWF	E	Y
Standardize procurement and financial management exchanges across the transaction P2P lifecycle	N/A	Deployed capability to generate conformed contract views in EDA based on PDS data	E/C	Y
Improve collection of vendor data (including annual representations)	FAR 4.11, 4.12/ DFARS 204.11, 204.12, 204.72	DPAP participated in determining requirements for SAM and successfully deployed across DoD and vendor community	E	Y
Goal: Protect the Future				
Initiative	Policy	Accomplishment	Systems Impact	Audit Critical
Determine a Business Intelligence method to measure the Health of DoD Contracting Offices	N/A	V 1.0 complete August 2013	E	N
Establish and implement a data standard for Purchase Requests	Draft DoDI in development	USD (AT&L) issued policy requiring PRDS in Jan 2013. cASM demonstrated the success of E2E in Spring 2013 with SPS and GEX	E/C	Y
Standardizing Procurement Identification Numbers	FAR	FAR Case published for comment based on OMB led data team recommendations	E/C	Y
Standardize line item contracting for the federal government	FAR	FAR Case developed ; pending publication as a proposed rule	E/C	Y
Establish Object Class to Product Service Code crosswalk	TBD	Developed a draft crosswalk with the Comptroller for coordination	E	Y
Improve management of Government Furnished Property	FAR 52.245-1 / DFARS PGI 245.103-72	Issued DoDI 4161.02: Established standard formats for promised GFP and requisitioned material	E/C	Y
Establish standards and procedures for Miscellaneous Pay	DFARS 213.301	Partnered with DFAS to maintain Miscellaneous Pay Guide Book	E/C	Y
Establish ability to efficiently determine vendor corporate family tree structure	FAR/ DFARS	FAR and DFARS cases published for comment to establish contract provision to collect ownership information	E	N
Improve ability to measure contract compliance and DoD contracting trends	N/A	DPAP deployed procurement business intelligence application, as well as standard reports to measure small business and competition by Better Buying Power taxonomy	E	Y

Many of these initiatives will continue over the next five years and assist in strengthening acquisition business processes, as indicated by the primary operational activity as described below:

FY 14 - 18 Goals and Initiatives						
Goal: Supporting Forces who are Engaged in Overseas Contingency Operations						
Initiative	Policy	Objective	Systems Impact	Audit Critical	Policy Target	Primary BEA Op. Activity
Establish policy and deploy digital SF-44 capability	DFARS 213.306	AF, Navy, Army training and deploying iteratively; critical ODAs trained	E/C	Y	Complete	Award Procurement Instrument or IGT Order
Improve ability to identify contractor personnel going to theater locations	DFARS PGI 225.7401	Determine Theater Business Clearance process changes needed to meet Commander's intent to manage a specific Area of Operation	E	N	FY15	Award Procurement Instrument or IGT Order
Establish a standard process and formats to facilitate requirements development and workflow for contingency environments	DFARS PGI 204.201 ,DFARS PGI 253.208-1	cASM achieves IOC, continues use through joint exercises while achieving initial deployment in an operational environment; finesses P2P E2E connectivity	E/C	Y	FY15	Execute Requisition
Demonstrate efficiencies for E2E electronic CWS and Clause Logic in a contingency environment	N/A	Successfully pilot oContrax in AFCENT and HOA with connectivity to Clause Logic in an operational environment	E/C	Y	Ongoing/ Iterative	Award Procurement Instrument or IGT Order
E = Enterprise System, C= Component System						
Goal: Improving Efficiency						
Initiative	Policy	Objective	Systems Impact	Audit Critical	Policy Target	Primary BEA Op. Activity
Improve use of Contract Informational Line Items	DFARS 204.7103, 204.7104-2	Mandatory Training module executed across DoD; SPS changed Spring 2015	E/C	Y	Complete	Award Procurement Instrument or IGT Order
Re-engineer Contract Clause Management	N/A	Re-engineer and reestablish Clause Logic Service; determine repeatable approach to measure clause compliance	E/C	Y	Ongoing/ Iterative	Award Procurement Instrument or IGT Order
Standardize procurement and financial management electronic exchanges across the P2P transaction lifecycle	Numerous References	Develop the procedures to address financial transactions; will be reissued as an E2E requirement.	E/C	Y	FY14	Manage Execution Fund Account
Standardize processes and procedures for Intragovernmental Transactions	FAR 17.5 / DFARS 217.5, 208.70 / DODI 4000.19	Pilot electronic direct cite MIPRs capability using PRDS in WAWF. Support Navy pilot with IPP and Treasury for reimbursable MIPRs.	E/C	Y	FY15	Execute Requisition, Receive & Accept Purchase Request
Standardize procurement and logistics exchanges across the transaction P2P lifecycle to support GFP E2E	FAR 52.245-1, DFARS 252.245-7001 through 7004	Conduct outreach, training to ensure workforce understands ability to track Warranty E2E and GFP. Scorecard both.	E/C	Y	FY16	Administer Procurement Instrument or IGT Order

	and 252.245 -7007					
Establish enterprise capability to track appointment and training of Contracting Officer Representatives	DODI (pending)DFARS PGI 201.602 -2	Complete deployment of DoD wide Contracting Officer Representative tool as a module in WAWF; ensure metrics and training is provided.	E	N	Complete	Award Procurement Instrument or IGT Order
Standardize procurement and financial management electronic exchanges across P2P transactions	SOP	Measure the effectiveness of procedures (metrics) pertaining to data sharing across functional areas.	E/C	Y	Ongoing/ Iterative	Manage Execution Fund Account
Improve collection of vendor data (including annual representations)	FAR 4.11, 4.12 / DFARS 204.11, 204.12, 204.71	DPAP will participate in determining requirements for future iterations of SAM IAW ACE schedule.	E	N	FY15	Award Procurement Instrument or IGT Order
Develop an enterprise capability to notify DoD regarding physically complete and closed contracts	FAR 4.8, DFARS 204.804	Refine policy needed to ensure an enterprise capability and automate contract closeout where feasible	E/C	Y	FY15	Perform Instrument Closeout
Virtual File Management/ Electronic File Folder	DFARS 204.802	Enable enterprise view of contract status; establish official file rules to avoid redundancy and use enterprise resources.	E/C	N	FY15	Administer Procurement Instrument or IGT Order
Improve the management of high risk procurement	FAR 9.1 and 9.2, DFARS 209.1 and 209.2, FAR 13.106, FAR 15.304, FAR 42.15 and DFARS 215.304	Improve quality and usability of data on contractor performance to improve source selections, especially simplified acquisitions.	E/C	N	FY15	Award Procurement Instrument or IGT Order
Clarify rules for DoDAAC use	N/A	Clarify use of DoDAAC for requisition authority; ensure use of procurement hierarchy in DoDAAD	E/C	Y	FY15	Execute Requisition
Standardize policy and procedures for Contract Deficiency Reports	DFARS 204.270	Develop and implement DFARS policy for CDRs to improve contract quality	E/C	Y	FY15	Award Procurement Instrument or IGT Order
Consolidate and standardize the instances of ECMRA		With USD (P&R) achieve efficiencies for ECMRA reporting	E	N	FY15-16	Administer Procurement Instrument or IGT Order
E = Enterprise System, C= Component System						
Goal: Protect the Future						
Initiative	Policy	Objective	Systems Impact	Audit Critical	Policy Target	Primary BEA Op. Activity

Determine a Business Intelligence method to measure the Health of Contracting Offices	N/A	Deliver V2.0 of Health S/C	E	N	N/A	Administer Procurement Instrument or IGT Order
Establish and implement a data standard for Purchase Requests	DFARS PGI 253.208 -1	Implement PRDS across DoD; determine scorecard and implementation approaches	E/C	Y	FY14-18	Execute Requisition, Receive & Accept Purchase Request
Standardizing Procurement Identification Numbers	FAR	Publish final FAR case and develop implementation plan.	E/C	Y	FY14	Award Procurement Instrument or IGT Order
Standardize line item contracting for the federal government	FAR	FAR case published for public comment.	E/C	Y	FY15	Award Procurement Instrument or IGT Order
Establish an Object Class to Product Service Code crosswalk	TBD	Develop procedures and tools to enable use of the PSC to OC crosswalk.	E	Y	FY14	Receive & Accept Purchase Request
Improve management of Government Furnished Property	FAR 52.245-1 / DFARS 252.245 -7001 through 7004 and 252.245 -7007	Develop an E2E Roadmap to guide implementation.	E/C	Y	Complete	Administer Procurement Instrument or IGT Order
Establish standards and procedures for Miscellaneous Pay	DFARS 213.301	Incorporate the Misc. Pay Guidebook into the DFARS.	E/C	Y	FY14	Award Procurement Instrument or IGT Order
Establish ability to efficiently determine vendor corporate family tree structure	FAR/ DFARS	FAR and DFARS cases finalized; implementation plans developed.	E	N	FY14	Develop Procurement Strategy
Improve ability to measure compliance and DoD contracting trends	N/A	DPAP will define and develop reports to enable transparency and P2P execution and traceability	E	Y	Ongoing/ Iterative	Administer Procurement Instrument or IGT Order
Develop an effective efficient method to present buying instruments to a large community.	TBD	Redesign EMALL to enable a government wide automated process for selecting sources and managing awards for common commercial products and services, and stock numbered items.	E/C	Y	FY15	Award Procurement Instrument or IGT Order
Determine requirements for capturing and managing Contracting Officer warrants	DFARS 201.603	Develop an enterprise service to manage, issue and track warrants	E	N	FY15	Conduct Sourcing
Business Process Management Capability	N/A	Develop and implement a BPM environment to fill gaps between commercial tools and DoD requirements	E/C	N	N/A	Award Procurement Instrument or IGT Order
CLIN Service	TBD	Explore possibility of an enterprise service to enable better compliance with the Uniform Contract Format	E	N	TBD	Award Procurement Instrument or IGT Order
Vendor Portal for Solicitations	TBD	Explore possibility of an enterprise service to enable solicitation management	E/C	N	FY16	Award Procurement Instrument or IGT Order

Determine common role designators for access to procurement systems	N/A	Explore common role designations and system access needs	E/C	Y	FY15	Conduct Sourcing
E = Enterprise System, C= Component System						

5.2 DOTMLPF-P Constraints, "As-Is" State

This table captures the current state of our procurement environment against the DOTMLPF framework. DOD process re-engineering and audit readiness initiatives have prioritized efforts to improve internal controls and data standardization to improve current operations.

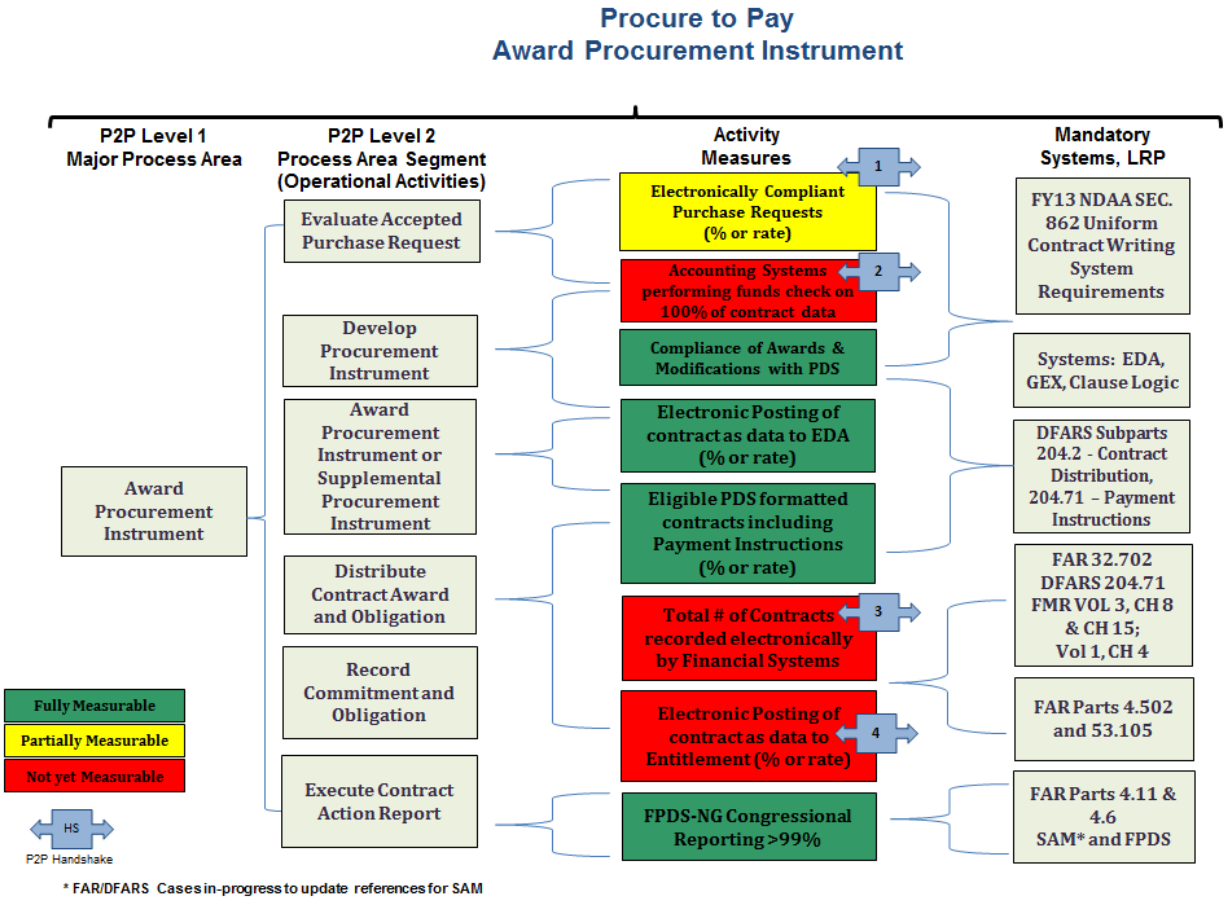
Category	Impact
Doctrine:	• Federal Acquisition Regulation FAR • Defense Federal Acquisition Regulation Supplement DFARS • OSD, Procedures, Guidance, and Information (PGI) • DOD Directives, • Component FAR Supplements • DPAP Memo dated 22 Apr 13 - Implementation of Defense-Wide Contract Clause Logic Service • DPAP Memo dated 23 Jan 13 - Release of Procurement Data Standard Version 2.4 • USD(AT&L) Memo dated 14 Mar 2013 - Traceability of Contract Execution Expenditures for Services • DPAP Memo dated 12 Apr 2012 - Implementation of Defense Federal Acquisition Regulation Supplement Provision and Clause for Warranty Tracking of Serialized Items • DPAP Memo dated 11 Apr 2012 - Implementation of Government Furnished Property Attachments to Solicitations and Awards • DPAP Memo dated 26 Jan 2012 - Data Capture in Support of Contingency Planning • USD(AT&L memo dated 21 Oct 2011 - Department of Defense (DoD) Functional Contract Writing and Administration Capabilities • USD(AT&L/DPAP) memo dated 31 Aug 2011 - Defense-Wide Contract Clause Logic Capability • USD(AT&L/DPAP) and USD(C/DCFO) Joint Memo dated 25 May 11 - Internal Controls for Procurement Systems • DPAP Memo dated 23 Nov 10 - Publication of Draft Data Standards for Warranty Data and Government Furnished Property • DPAP DCFO Joint Memo dated 8 Jul 10 - Action Plan for Automating Required Agency Report of DoD Expenditures Funded by the ARRA of 2009 • DPAP Memo dated 8 Jul 10 - Contract Indexing Standard • ASD(A) Memo dated 18 May 10 - Publication of a Purchase Request Data Standard • DUSD(AT&L) Memo dated 28 Jul 09 - Publication of Procurement Data Standard (PDS), Phase II • USD(AT&L) and USD(C) Joint Memo dated 18 Mar 09 - Linking Financial Data to Contract Documents • DUSD (A&T) Memo dated 21 Jul 08 - Publication of Procurement Data Standard • Mandatory contracting procedures are locally interpreted and may contribute to inconsistent, or untimely, implementation of policy and regulation contributing to errors and use of non-standard processes.

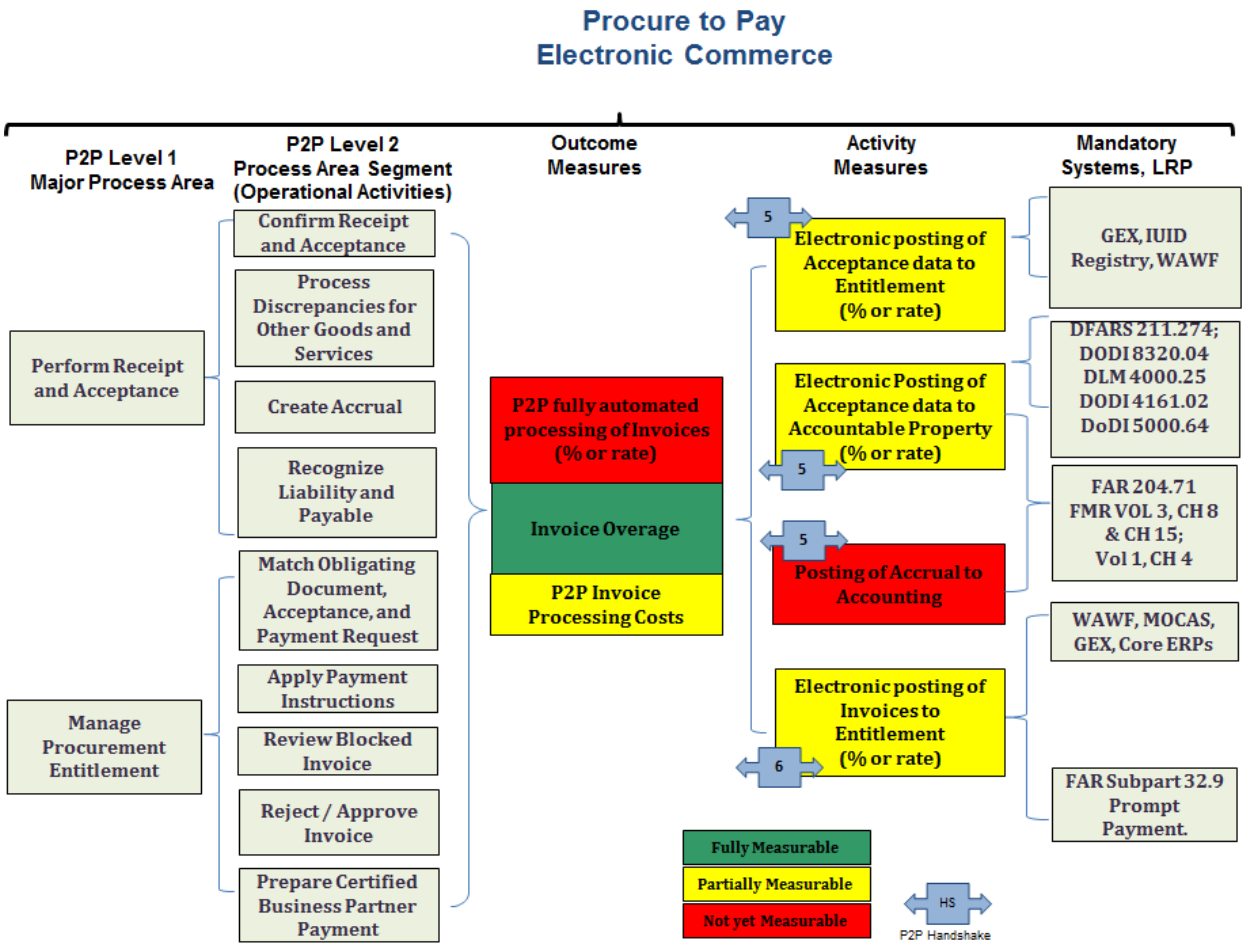
Category	Impact
Organization:	• Local administration of contracting processes in legacy contract writing systems contribute to inconsistent interpretation of guidance and regulatory non-compliance. • Headquarters organizations lack the ability to quickly assess the 'health' of the contracting process due to difficulty in rolling up and analyzing data from hundreds of contracting sites. • Local control contributes to proliferation of local ancillary applications and workarounds leading to issues with data quality
Training:	• Functional training is fairly structured and taken in discrete steps during the career. • "As Is" environment lacks on-demand training (particularly in the use of IT tools) limiting productivity and drives inconsistent application of rules and controls. • The inability for contract specialists to move from one contracting organization to another without significant "retraining" due to the use of different contract writing systems and business processes at the gaining location. • Training in basics of contract writing, historically provided as on the job training has suffered through lack of emphasis, workforce shortages, lack of training materials, and doctrinal gaps. • Limited or no refresher training offered or required for legacy CWS • Training material and business processes are created around existing system gaps and constraints resulting in the establishment of processes specific to each legacy system as work-a-rounds • Numerous manual data entry points for same data field throughout multiple databases contributing to data integrity issue, transactional errors and poor documentation.
Materiel:	• The "As Is" environment is characterized by multiple legacy systems supporting portions of the contracting enterprise with limited interoperability, data integrity, and flexibility. • Legacy contracting systems are technically fragile, will not support the user base, and have capabilities that are non-functional or lag the latest regulatory guidance given their posture of 'bare bones sustainment' for many years. • Operational contracting mission will be adversely affected with Standard Procurement System (SPS) retirement (the only DoD enterprise CWS) given lack of suitable replacement in current systems environment thus characterizing the "As Is" as High Risk after SPS retirement. • In addition to SPS, legacy contract writing systems include: Contract Writing System (ConWrite), and Automated Contract Preparation System (ACPS) within the Air Force and for a limited set of DLA ACPS users in organizations formerly under the Air Force; SEAPORT, PRISM and ITIMP within the Navy; PADDS and SNAP within the Army, with DLA having a few PADDS users at formerly Army offices and SPS users at former Navy offices; several legacy DLA systems that are being replaced by EProcurement.

Category	Impact
Leadership and Education:	• Knowledge of strategic objectives and availability of tools and job aids is spotty. • High error rate due to manual data entry caused by limitations in interfacing systems, emphasis on functional rather than application training, and lack of leadership emphasis on data quality across the enterprise results in erratic contract quality. • Limitations of existing legacy systems, both in terms of technological fragility and overall capability results in multiple data entry, and shortcuts for system limitations. • DoD has established working groups for Business Process Reengineering (e.g. Informational Line Items; information exchanges between financial management and contracting systems) to review and evaluate opportunities for standardization within electronic transactions and between processes that will improve data integrity and accuracy • Procurement supports focused efforts to build upon and promote a collaborative relation between the financial, contracting, and customer communities to strengthen data exchanges to ensure efficient and effective outcomes that enable transparency and auditability of financial data linked to contract actions.
Personnel:	• Changes in workforce demographics and experience have been exacerbated by extended periods of overseas deployment for a large portion of the enlisted contracting workforce, contributing to a highly stressed workforce severely impacted by vacancies, deployments, retirements, etc.
Facilities:	• Geographic dispersal of contracting workforce and specialization of the workforce at tactical locations impede workforce development and our ability to balance workloads across DoD contracting.
Policy:	• Policy stems from applicable law and emanates down through regulations and doctrine. • Policy is managed at all levels of the contracting infrastructure with a reliance on periodic inspections, file reviews and other methods to assess compliance, reliance on checklists leaves reviews subject to local interpretation since legacy has few internal controls and business rules enforced as part of implementation of existing material solutions.

5.3 Metrics and Measures of Success

Under the leadership of the P2PPAWG metrics and measures of success have been defined for the Procure to Pay process. DPAP will continue to monitor compliance with established enterprise services and standards through use of regular scorecards as well as compliance assessments through use of the Department of Defense Business Enterprise Architecture. Details regarding the as yet undefined activity measures will be published at a later date.

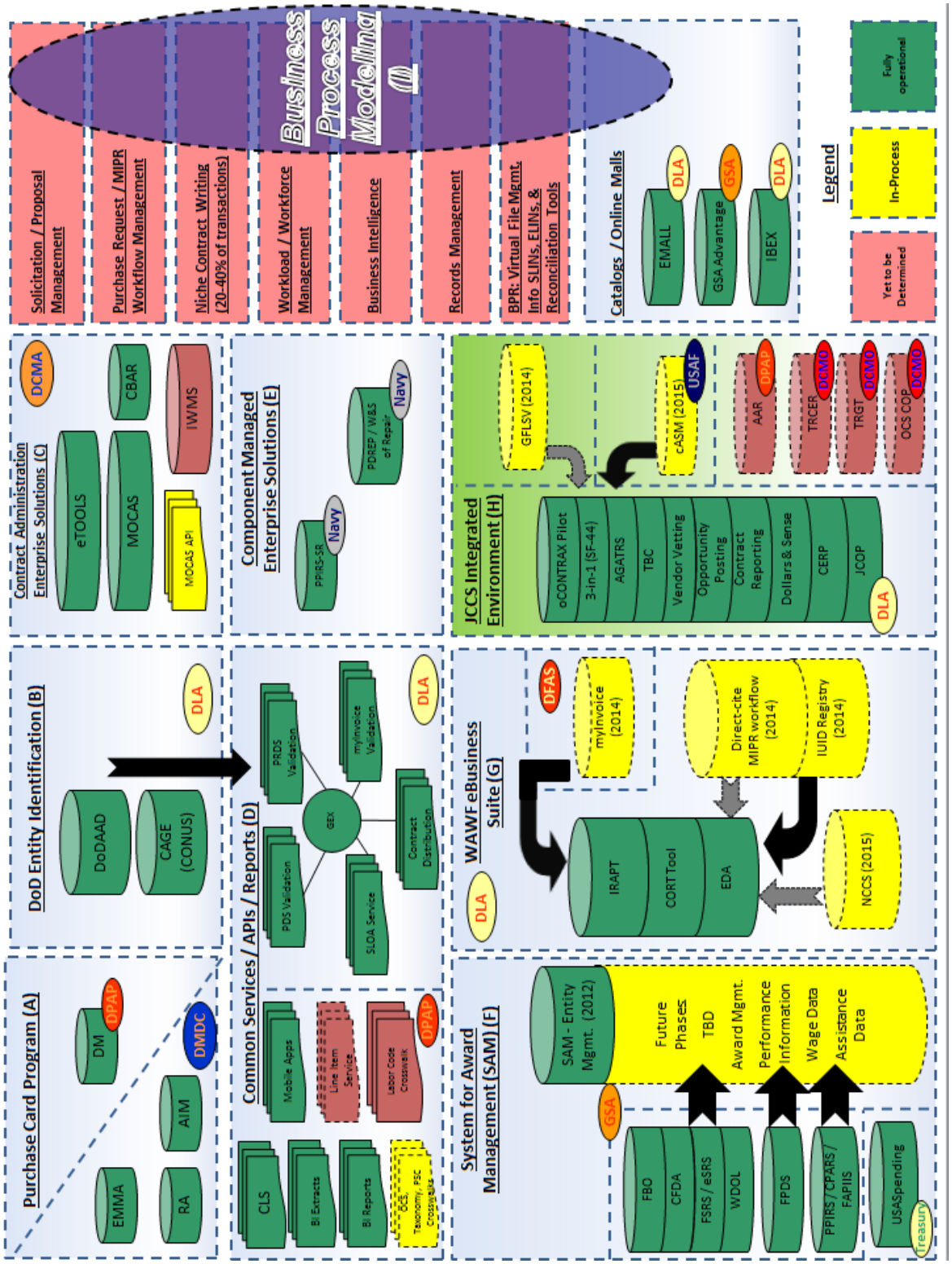



Procure to Pay
Electronic Commerce
P2P Level 1
Major Process Area
P2P Level 2
Process Area Segment
(Operational Activities)
Outcome
Measures
Activity
Measures
Mandatory
Systems, LRP
Perform Receipt and Acceptance
Manage Procurement Entitlement
Confirm Receipt and Acceptance
Process Discrepancies for Other Goods and Services
Create Accrual
Recognize Liability and Payable
Match Obligating Document, Acceptance, and Payment Request
Apply Payment Instructions
Review Blocked Invoice
Reject / Approve Invoice
Prepare Certified Business Partner Payment
P2P fully automated processing of Invoices (% or rate)
Invoice Overage
P2P Invoice Processing Costs
5
Electronic posting of Acceptance data to Entitlement (% or rate)
Electronic Posting of Acceptance data to Accountable Property (% or rate)
5
5
Posting of Accrual to Accounting
Electronic posting of Invoices to Entitlement (% or rate)
6
GEX, IUID Registry, WAWF
DFARS 211.274; DODI 8320.04 DLM 4000.25 DODI 4161.02 DoDI 5000.64
FAR 204.71 FMR VOL 3, CH 8 & CH 15; Vol 1, CH 4
WAWF, MOCAS, GEX, Core ERPs
FAR Subpart 32.9 Prompt Payment.
Fully Measurable
Partially Measurable
Not yet Measurable
HS
P2P Handshake

5.4 Enterprise Systems and Services

The SV-8 architecture for the enterprise layer of services associated with procurement is depicted on the next page. This architecture is predominately funded at the DoD level. The right side of the architecture labelled Business Process Modeling is managed at the component level. There are other enterprise services critical to the Procure-to-Pay end to end process that are provided by finance, human resources or logistics (e.g. DoDAAD, CAGE, DEERS, SPOT).

Once documented as enterprise systems in the BEA these systems are mandatory for interface and systems sustainment and development. Careful consideration of this architecture must be taken when designing or incorporating new information systems to assist with procurement needs. The goal is to reduce redundancy and encourage compatibility with the other aspects of the architecture, while also acknowledging the existence of component unique processes and interoperability requirements.



Contracting and Procurement Operational Environment within the P2P end-to-end process flow.

Purchase Card Program

1. Defense Manpower Data Center (DMDC)
    a. Authorization, Issuance, and Maintenance (AIM)
    b. Enterprise Monitoring and Management of Accounts (EMMA)
    c. Risk Assessment (RA)
2. Defense Procurement & Acquisition Policy (DPAP)
    a. Purchase Card Data Mining (DM)

B) DoD Entity Identification (DLA)

1. Contractor and Government Entity (CAGE) Code master file system (within the Federal Logistics Information System)
2. DoD Activity Address Directory (DODAAD)

C) Contract Administration Enterprise Solutions (DCMA)

1. Contract Business Analysis Repository (CBAR)
2. Electronic Tools (eTOOLS) – reports solely focused on administration and management of contracts administered by DCMA
3. Integrated Workload Management System (IWMS)
4. Mechanization of Contract Administration System (MOCAS)
5. MOCAS Application Programming Interfaces (APIs)

D) Common Services / Application Programming Interfaces (APIs) / Reports

1. Defense Logistics Agency (DLA):
    a. Global Exchange:
        i. Contract Distribution Service [per DFARS PGI 204.201(3)(ii)]
        ii. myInvoice Validation Map
        iii. Procurement Data Standard Validation Map
        iv. Purchase Request Data Standard Validation Map
        v. Standard Line of Accounting (SLOA) Validation Map
2. DPAP:
    a. Business Intelligence (BI) Extracts - Services that return data from BI (e.g. Contract Index Extract & Atom Feed)
    b. BI Reports – generated from authoritative contracting sources (e.g. FPDS or EDA)
    c. Clause Logic Service (CLS)
    d. Labor Code Crosswalk (Department of Labor codes to Office of Personnel Management codes)
    e. Mobile Applications
        i. WAWF Mobile App.
    f. Operational Contract Support / Taxonomy of Services / Product Service Code crosswalks

E) Component Managed Enterprise Solutions

1. U.S. Navy:
    a. Contractor Performance Assessment Reporting System (CPARS) / Past Performance Information Retrieval System (PPIRS) /Past Performance Information Retrieval System – Statistical Reporting (PPIRS-SR)
    b. Product Data Reporting and Evaluation Program (PDREP) application – Warranty and Source of Repair Module

F) System for Award Management (SAM) (General Services Administration, GSA)

1. Legacy Migrated Systems (phase I):
    a. Central Contractor Registration (CCR) / Federal Agency Registration
    b. Excluded Parties List System (EPLS)
    c. Online Representations and Certifications Application (ORCA)
2. SAM - Entity Management & Exclusions module – encompassing functionality of legacy migrated systems (effective 2012)
3. Future Migrated Systems (future phases of SAM):
    a. Catalog for Federal Domestic Assistance (CFDA)
    b. Contractor Performance Assessment Reporting System (CPARS) / Past

Performance Information Retrieval System (PPIRS) / Federal Awardee Performance and Integrity Information System (FAPIIS)
    c. Electronic Subcontracting Reporting System (eSRS) / Federal Sub-Award Reporting System (FSRS)
    d. Federal Business Opportunities (FBO)
    e. Federal Procurement Data System (FPDS)
    f. Wage Determinations Online (WDOL)
4. Department of Treasury
    a. USASpending.gov

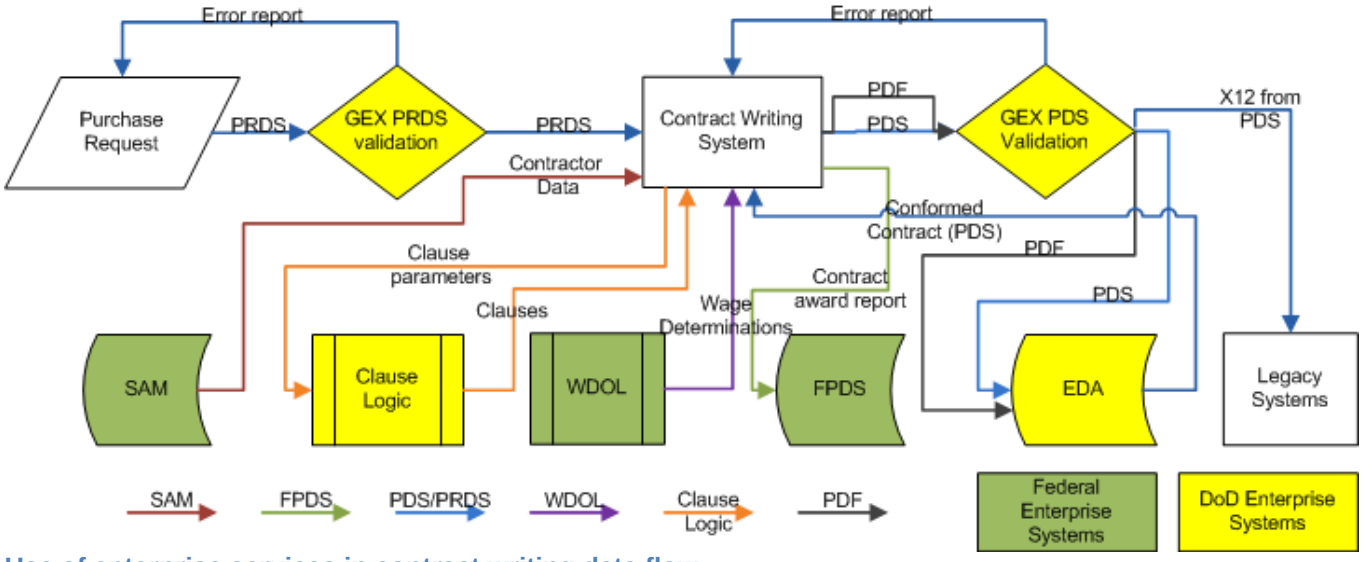
G) Wide Area Workflow (WAWF) Integrated Environment (DLA) – Single Face to Industry
1. Current WAWF Capabilities:
    a. Contracting Officer's Representative Tracking (CORT)
    b. Electronic Document Access (EDA)
    c. Invoicing, Receipt, Acceptance, Property Transfers (IRAPT)
2. Migrating Capabilities:
    a. Item Unique Identification (IUID) Registry (DLA) - 2014
    b. myInvoice (Defense Finance and Accounting Services, DFAS) - 2014
3. Enhanced workflow:
    a. Direct-cite Military Interdepartmental Purchase Request workflow (effective 2014)
    b. National Industrial Security Program (NISP) Security Contract Classification System (NCCS) / DD254 – (scheduled 2015)

H) Joint Contingency Contracting System (JCCS) Integrated Environment
1. JCCS (DLA):
    a. 3-in-1 Cash Management Tool – for cash and carry type purchases (SF-44)
    b. Acquisition & Cross Servicing Agreements (ACSA) Global Automated Tracking System (AGATRS)
    c. Commander's Emergency Response Program (CERP)
    d. Contract Reporting (FPDS-like)
    e. Dollars & Sense (D&S, supporting contract close-out process)
    f. Joint Common Operating Picture (ACOP)
    g. Operational Contracts (oCONTRAX) Pilot (contingency contracting)
    h. Opportunity Posting (FedBizOpps-like)
    i. Theater Business Clearance (TBC)
    j. Vendor Vetting
2. Enhanced Module:
    a. Government Furnished Life Support Validation (GFLSV, supporting Theater Business Clearance)
3. Deputy Chief Management Officer (DCMO):
    a. Operational Contract Support (OCS) Common Operating Picture (COP)
    b. Theater Requirements, Contracting, and Execution Reconciliation (TRCER) program
    c. Theater Requirements Generation Tool (TRGT)
4. DPAP:
    a. After Action Report (AAR) – hot-wash / peer-review of tasks or mission
5. U.S. Air Force:
    a. Contingency Acquisition Support Module (cASM)

I) Business Process Modeling Opportunities:
1. Business Intelligence
2. Business Process Re-engineering (BPR):
    a. Virtual File Management
    b. Informational Sub-Line Item Numbering (Info SLIN)
    c. Exhibit Line Item Numbering (ELIN)
    d. Contract Reconciliation Tools
3. Catalogs / Online Malls
    a. DLA:
        i. DoD Electronic Mall (DoD EMALL)
        ii. Industrial Base Extension (IBEX) program
    b. GSA Advantage

4. Niche Contract Writing (accounting for 20-40% of overall transactions)
5. Purchase Request / Military Interdepartmental Purchase Request (MIPR) workflow management
6. Records Management
7. Solicitation / Proposal Management
8. Workload / Workforce Management

The role of enterprise services and systems in the basic data flow from receipt of a purchase request to award of a procurement instrument is shown in the figure immediately below. Contract writing systems shall be able to receive requirements in the Purchase Request Data Standard (PRDS), import existing contracts from the Electronic Document Access (EDA) system using the Procurement Data Standard (PDS), import contractor data from the System for Award Management (SAM), use the PRDS/PDS validation service at the Global Exchange Service (GEX) to ensure contracts meet data requirements, obtain provisions and clauses from the clause logic service, obtain wage determinations from the Wage Determinations On Line service, validate modifications prior to award using the EDA conforming engine and GEX PDS validation service, distribute contracts as PDS and PDF, and report contract actions to the Federal Procurement Data System (FPDS).



Use of enterprise services in contract writing data flow

The figure below provides a crosswalk of capabilities generally provided in stand-alone contract writing systems to the enterprise services that should be used in lieu of either developing or maintaining those capabilities.
The following capabilities are not currently provided at the enterprise level:

- User interface for drafting documents
- Document workflow
- Records management of internal documents
- Solicitation posting
- Proposal receipt
- Source selection tools
- Cost analysis tools

While most of these are best managed and configured at the local level, common capabilities should underlie each. Migrations of some of these to standard enterprise capabilities are being explored. Candidates for future enterprise services include Solicitation Posting, Proposal Receipt, and Cost Analysis tools. Solicitation Posting and Proposal Receipt are both vendor facing functions which are already related to the Government-wide Point of Entry (see FAR 5.1) and would benefit from a common face toward industry. Creation of common cost analysis tools could simplify training and sharing of data on costs.

Crosswalk of contract writing system functions to enterprise services	
Function	**Enterprise Service**
Receive requirements and funding data	GEX
Capture data on contractors	SAM
Validate awards	PDS validation service (GEX)
Validate modifications	PDS validation service (GEX) and EDA Conformance Engine[3]
Determine clauses and provisions	Clause Logic Service
Distribute supporting data	FedBizOpps (public), EDA Admin Folder (contract parties only)[4]
Render contractual documents	EDA, PDS to PDF prototype
Report on actions	FPDS[5]
Distribute contract actions	GEX, EDA
Track contract deliveries and funding	Business Intelligence Reports posted to EDA[6], MOCAS
Import contracts	EDA[7]

Below is a concise depiction of the Enterprise level systems and their descriptions along with the policies they adhere to.

System or Service Name	Policy	Capability
Global Exchange Service (GEX)	DFARS PGI 204.201 (DFARS Case 2012-P016) requires use for distributing contract awards to EDA, accounting systems, entitlement systems, logistics systems, and MOCAS.	The Global Exchange Service (GEX) provides data transportation, translation, and validation services to business systems across DoD. The primary role of the GEX is to minimize the cost and complexity of interface management by providing a standards based mediation capability between systems. This enables systems using different generations of technology to communicate and eliminates the need for each system to build new interfaces for each trading partner. Instead, each system builds a standard interface to the GEX for each type of transaction, and all trading partners interface via the GEX with all systems engaged in that type of transaction. By limiting the number of interfaces each system needs to build, the GEX reduces costs exponentially. For example, if a dozen systems needed to interact with each other for a particular business process, the number of interfaces required without GEX is 132. With GEX this is reduced to one per system, for a total of twelve. The second capability GEX brings to the Procure to Pay business process is the ability to centrally monitor certain aspects of contract quality. The Procurement Data Standard and Purchase Request Data Standard implementations reject transactions that fail to meet the requirements of the data standards. Each rejected transaction results in a detailed error message showing all the errors within that transaction. The PDS implementation also includes warning messages for problems that do not violate the standard but may violate other business rules. Weekly reports generated by GEX summarize the successes and failures by system and site to enable analysis of trends and corrective actions.
PDS and PRDS validation service (GEX)		This service enables a contract writing system to use GEX to validate that the contract action conforms to all enterprise edits prior to award and validates data after obligation but prior to posting the contract action to EDA as data.

[3] EDA version 8.4
[4] EDA version 8.4
[5] FPDS is an enterprise capability for reporting, but as reporting is required to be via FPDS this is not an enterprise service that replaces a function that could otherwise be performed in the contract writing system.
[6] Reports in development, will use EDA Admin folder in version 8.4
[7] EDA ECP pending

System for Award Management (SAM)		SAM converted three legacy systems to a new service in SAM called Vendor Management. These legacy systems were: Central Contractor Registration (CCR) (the primary database for business partners of the U.S. Federal Government); Excluded Parties List System (EPLS) (listed the parties excluded from Federal Procurement and Nonprocurement programs); and the On-line Representations and Certifications Application (ORCA) (electronic Representations and Certifications process). All prospective contractors and awardees for assistance and grants must register in SAM. Within SAM, the Contracting Office reviews the offerors' information such as the offerors' Dun & Bradstreet Universal Numbering System (DUNS) number, Contractor and Government Entity (CAGE) code, and Taxpayer Identification Number (TIN). SAM also includes a vendor's size, type, category of business and financial and tax reporting information. In addition, parties excluded from receiving Federal contracts or certain subcontracts and from certain types of Federal financial and nonfinancial assistance and benefits are listed in SAM. Vendor Representations and Certifications are also available at SAM.
Clause Logic Service	Supports the FAR, DFARS, and any level of agency supplement, provided that the agency supplement is published in accordance with FAR 1.301 and 1.5.	A centralized clause-generating capability utilizing intelligent business logic has been developed for Defense Contract Writing Systems. The new service replaces the multitude of clause generating systems/processes currently in place within DoD. This service enables the functional community to directly manage the logic and business rules for applying clauses. The clause logic service can be used in either of two ways. A purely manual interface is available through which users answer a series of questions and are presented with a list of recommended provisions and clauses. An automated interface allows the contract writing system to answer most questions before passing the user to the service to complete the remainder and generate the clauses.
FedBizOpps (public)	FAR 5 and 6.305	FedBizOpps is the Government wide point of entry for disseminating information on proposed contract actions. The system collects, maintains, and disseminates information on Federal procurement solicitations to the public. The system also collects voluntary contact information (e-mail address) on individuals and company information on vendors who use FedBizOpps to find and respond to Federal business opportunities for their products and/or services. This information is used to administer and manage Federal buyer access, maintain interested vendor lists, and keep vendors informed of Federal solicitations of business interest. FedBizOpps is planned to be included in a future release of SAM.
Electronic Document Access	DFARS 204.201 requires that all contract writing systems send all contract actions electronically to EDA as Portable Document Format (PDF) files and as data in either the PDS, ANSI X12, or both. (The last option is being retained to provide a partial degree of data visibility for transactions that fail PDS validation)	The Electronic Document Access system: • Is the Central contract document repository. • Stores Portable Document Format and PDS copies of contract actions. • Conformance engine to apply contract modifications to awards to create a view of the contract as modified. This includes routing the resulting modified contract to GEX to validate against PDS business rules. Draft contract modifications can be sent prior to signature via GEX to EDA to ensure the resulting modified contract will meet PDS rules. • Pre-populates invoices and receiving reports in Wide Area WorkFlow (see DFARS 252.232-7003). • Stores contract attachments and makes data available from attachments posted as structured data [Spring 2013]. • Stores contract documents intended for broad distribution. • Stores PRDS data.
EDA Administration Document Folder (contract parties only)		EDA Version 8.4 added the ability to store documents pertaining to a contract that are not part of the contract. This capability creates a separate "folder" in which to place documents that are intended to be shared by all parties participating in a contract, such as letters and progress reports. Documents can be sent to the administration document folder by either direct upload or via GEX.
FPDS	FAR 4.6	FPDS receives and stores contract award reports. Contract writing systems create a contract award report based on data in the contract writing system, and then connect the user to FPDS to complete the report. FPDS provides the ability to look at data on contract actions awarded by the federal government. Further, it provides opportunity for the government to better assess where its money is being spent, thereby offering opportunities to better determine how to most effectively and efficiently expend those resources. It is also relied upon to create recurring and special reports to the President, Congress, Government Accountability Office, federal executive agencies and the general public.
Business Intelligence Reports posted to EDA		DPAP has developed a business intelligence system that brings together data from several enterprise systems to produce reports on individual contracts and on aggregated data from across many or all contracts. Business intelligence reports on specific contracts, such as a delivery status report showing scheduled deliveries from the contract in EDA and actual deliveries from WAWF will be posted to the EDA Administration Document folder on a scheduled basis.

MOCAS		The Mechanization of Contract Administration Services supports contract administration and payment when contract administration is delegated outside the procuring office. It is recommended for use as an entitlement system for complex contracts even in cases where administration has been retained because it is able to correctly pay contracts with cost type provisions, financing payments, and mixed funding that many other entitlement systems process manually or not at all. Contracts are provided to MOCAS via GEX as ANSI X12, either directly or by translation. There are a large number of contract and contractor status reports available in MOCAS. DPAP is reviewing which of those should be posted to the EDA Administration Document Folder to ensure dissemination to all parties who need access.

5.5 Data Standards

All Contract Writing Systems in DoD must comply with the prescribed use of data and the interface requirements of federal and DoD enterprise systems. There are two sets of data standards in use in DoD contracting. ANSI X12 transactions are used in accordance with FAR 53.105. For awards and modifications, DoD has developed the Procurement Data Standard (PDS). A number of other transactions have been developed for specific data not covered by FAR 53.105. DoD also supports some flat file equivalents to particular data standards for contractors that cannot generate X12 or XML. Details on the Procurement Data Standard and the Purchase Request Data Standard are given below. Standard

Standard	Description
Procurement Data Standard	This standard contains all the data in the ANSI X12 850 and 860 transaction sets, as well as additional data needed to recreate the written contract with all attachments and structure. The PDS adds DoD specific business rules, modifies the pricing arrangement data to fully conform to FAR Part 16, and includes validations across disparate data elements to validate compliance with FAR and DFARS rules. All existing and future contracting writing systems in DoD are expected to be compliant with the current version of PDS and to be regularly updated within 12 months of publication of updated versions to keep in line with subsequent revisions. Components are encouraged to use the PDS and Electronic Document Access system as part of a data migration strategy in transitioning from legacy systems.
Purchase Request Data Standard	The PRDS contains the data required in a purchase request to support contract writing. Contract writing systems are expected to be able to receive purchase requests using this data standard. All systems that generate purchase/procurement requests must be compliant with the PRDS when sending purchase requests to outside contract writing systems. The demands of strategic sourcing and inter/intra governmental transactions mean that almost all requiring systems will have to be able to send transactions in accordance with the PRDS. The only known possible exception is the Defense Commissary Agency. Purchase Request Data Standard (PRDS) (translates to 511) and: • Provides structure for purchase requests from external systems. Contains data elements for recording approvals. • GEX provides file validation service in addition to routing. This can be used with either draft or final documents. EDA has capability of storing PRDS transactions

- DoD data standards (translatable to ANSI X12 in accordance with FAR 53.105)
  - Procurement Data Standard (PDS) (translates to 850 or 860)
    - Standard format for DoD contracts in accordance with DFARS PGI 204.201.
    - Contains business rules from FAR and DFARS.
    - Can be translated via GEX to ANSI X12 formats in accordance with FAR 53.105.
    - GEX provides file validation of draft documents.
    - GEX validates and distributes signed documents.
    - GEX validates conformed contract views for modifications (see EDA below).
- DoD Data Standards with no federal form or ANSI X12 equivalent
  - Warranty
    - Captures data on both warranty conditions (e.g. length) and procedures (e.g. where to ship for repair)
    - Available as fillable Adobe Acrobat forms.
    - May be included in a contract award, either embedded in the PDS or as a separate file.
    - Also available for reporting commercial warranties during performance when those are part of a commercial component.
  - Government Furnished Property
    - Provides lists of Government Property the contractor is either to be furnished or authorized to requisition
    - Available as fillable Adobe Acrobat forms.

        - Will be used in concert with WAWF property transfer functionality to provide automated reports to the EDA contract admin folder showing status of GFP by contract.
- ANSI X12 data standards available to replace paper forms in accordance with FAR 53.105
    - 196 – Contractor Cost Data Reporting
    - 527 – Receipt
    - 567 - Contract Completion Status
    - 810 – Invoice*
    - 836 - Procurement Notice
    - 839 – Project Cost Reporting
    - 840 – Solicitation
    - 843 – Offer
    - 850 – Award
    - 856 – Advance Shipment Notice*
    - 857 – Combined Invoice and receiving Report*
    - 860 – Modification
    - 861 – Acceptance*

* There are also non-EDI versions of these in use with Wide Area Workflow

- Other ANSI X12 transactions currently in use, but not directly related to specific forms.
    - 140 Product Registration
    - 175 Court and Law Enforcement Notice
    - 180 Return Merchandise Authorization and Notification
    - 214 Transportation Carrier Shipment Status Message
    - 215 Motor Carrier Pick-up Manifest
    - 219 Logistics Service Request
    - 220 Logistics Service Response
    - 242 Data Status Tracking
    - 300 Reservation (Booking Request) (Ocean)
    - 301 Confirmation (Ocean)
    - 303 Booking Cancellation (Ocean)
    - 304 Shipping Instructions
    - 315 Status Details (Ocean)
    - 511 Requisition
    - 517 Material Obligation Validation
    - 536 Logistics Reassignment
    - 601 U.S. Customs Export Shipment Information
    - 650 Maintenance Service Order
    - 811 Consolidated Service Invoice/Statement
    - 812 Credit/Debit Adjustment
    - 814 General Request, Response or Confirmation
    - 820 Payment Order/Remittance Advice
    - 821 Financial Information Reporting
    - 824 Application Advice
    - 830 Planning Schedule with Release Capability
    - 832 Price/Sales Catalog
    - 835 Health Care Claim Payment/Advice
    - 837 Health Care Claim
    - 838 Trading Partner Profile
    - 842 Nonconformance Report
    - 846 Inventory Inquiry/Advice
    - 855 Purchase Order Acknowledgment
    - 858 Shipment Information
    - 859 Freight Invoice
    - 864 Text Message
    - 865 Purchase Order Change Acknowledgment/Request - Seller Initiated
    - 867 Product Transfer and Resale Report
    - 869 Order Status Inquiry
    - 870 Order Status Report
    - 888 Item Maintenance
    - 940 Warehouse Shipping Order

- 943 Warehouse Stock Transfer Shipment Advice
- 945 Warehouse Shipping Advice
- 947 Warehouse Inventory Adjustment Advice
- 994 Administrative Message
- 997 Functional Acknowledgment

Note: Details regarding standards are planned to be available at DoD Procurement Tool Box at http://dodprocurementtoolbox.org/standards/

5.6 Governance Structure

Governance of this environment will follow a federated model, beginning with requirements established in statute or regulation, which are thereby vetted, prioritized, and approved for implementation by the Office of Federal Procurement Policy (Office of Management and Budget) and the Acquisition Committee for E-Gov. (ACE). Requirements are then filtered by those that impact Federal Assistance (Grants & Cooperative Agreements) and Federal contract award procedures, As a voting member and co-chair, the Director, DPAP addresses new Federal contract requirements through the Procurement Committee for E-Gov. (PCE), prior to determining a Department level approach to implementation.

At the Department level, the Director, DPAP chairs and provides central governance over data standards, business rules, and capabilities used by all parties through the Procurement Business Operations Requirements Group (PBORG). The PBORG is comprised of a Senior Executive led steering committee made up of key representatives of the Military Departments and select Other Defense Agencies. Its primary goal is to create efficient and effective business operations through use of data standards, internal controls, enterprise business systems and services, and electronic interfaces promoting systems interoperability, data accuracy, data visibility, and transparency of contracting data. The PBORG will rely on the findings and recommendations of the Procurement Data Management Team, in addition to the existing governance structures identified below for each program or portfolio, in order to make smart, effective information technology decisions impacting the DoD procurement environment.

Portfolio	System or System Modules	System PM	Joint Requirements Board Chair(s)	CCB Chair
WAWF		DLA J6	DPAP/PDI	
	Receipt/Acceptance; Property Transfer; Misc Pay; Invoicing			DPAP
	CORT			DPAP
	EDA			DPAP
Pending (FY14 Q4)	MyInvoice			DFAS
Pending (FY14 Q4)	IUID Registry			DPAP & L&MR
Pending (FY14 Q4)	Direct Cite MIPR			DPAP
Pending (FY15 Q3)	DD254			DPAP & DSS
JCCS (CBE Platform)		DLA J6	DPAP	
	3-in-1			DPAP/DFAS
	AGATRS			J4/Multi-National Force
	Vendor Vetting			CJTSCC
	JCOP			DPAP & CJTSCC
	JCCS (Vendor Registration)			DPAP & CJTSCC
	TBC			CJTSCC
	DNS			DLA
	CERP			DLA & USD-P
	GFLSV			CJTSCC & DLA
	oContrax		DPAP	DPAP & Services
Pending (FY15 Q4)	cASM	AFLCMC WPAFB	DPAP	DPAP & J4 & Services
Integrated Award Environment (IAE)	SAM, FBO, eSRS, FSRS, WDOL, FPDS, CPARS, PPIRS-RC, FAPIIS	GSA	PCE: DoD & Interior; ACE: DoD & DoT	GSA Leads Mtg (No "Chair")
Clause Logic Service	CLS	DPAP	DPAP	
MALLS	EMALL	DLA	DPAP & DLA J3	DLA J6
Mediating and Messaging Brokers	GEX	DLA	DCFO, L&MR,DPADP	
Contracting Writing	SPS	DLA	DPAP	
Purchase Card E2E	PURCHASE CARD PROGRAM	DLA/DMDC	DPAP	
DoD Entity ID				
	CAGE	DLA	DCFO, L&MR,DPADP	
	DODAAD			

5.7 Acronym Listing

AAR – After Action Report
ACE – Automated Continuous Evaluation
ACOP - Acquisition Common Operating Picture
ACPS – Automated Contract Preparation System
ACSA – Acquisition and Cross Servicing Agreements
AFCENT – Air Force Central
AFLCMC – Air Force Life Cycle Management Center
AGATRS – Acquisition & Cross-Serving Agreements
AIM - Authorization, Issuance, and Maintenance
ANSI X12 – American National Standard Institute (maintains X12 standard)
API – Application Programming interface
ARRA – American Recovery and Reinvestment Act
ASD(A) – Office of the Assistant Secretary of Defense for Acquisition
ASFI – Army's Single Face to Industry
AT&L – Acquisition Technology and Logistics
Atom – FPDS Atom feed is an industry standard for transferring data between computer systems
BEA – Business Enterprise Architecture
BI – Business Intelligence
BPM – Business Process Management
BPR – Business Process Re-engineering
CAC - Common Access Card
CAGE – Commercial and Government Entity Code
cASM – Contingency Acquisition Support Module
CBAR – Contract Business Analysis Repository
CBE – Contingency Business Environment
CCR – Central Contractor Registration
CDR – Critical Design Review
CERP – Commander's Emergency Response Program
CFDA – Catalog of Federal Domestic Assistance
CLIN – Contract Line Number
CLS – Clause Logic Service
CJTSCC – CENTCOM – Joint Theater Support Contracting Command
COINS – USTRANSCOM Commercial Operations Integration System
CONOPS – Concept of Operations
ConWrite – Air Force's Contract Writing System
COP – Common Operating Picture
COPS – Contracting Online Procurement System
CORT Tool – Contracting Officer Representative Tracking Tool
COTS – Commercial Off-the-Shelf
CPARS – Contractor Performance Assessment Reports System
CWS – Contract Writing Systems
DCFO – Deputy Chief Financial Officer
DCMA – Defense Contract Management Agency
DCMO – Office of the Deputy Chief Management Officer
DEERS – Defense Enrollment Eligibility Reporting System
DFARS – Defense FAR Supplement
DFAS – Defense Finance and Accounting Services
DLA – Defense Logistics Agency
DLA-J3 - Defense Logistics Agency, Defense Logistics
DLA-J4 - Defense Logistics Agency, Distribution
DLA-J6 – Defense Logistics Agency, Information Operations
DLA Legacy – Legacy contract writing system(s) to be sunset by eProcurement/EBS
DLM – Defense Logistics Management
DM – Data Mining
DMDC – Defense Manpower Data Center
DNS – Domain Name Support
DoD – Department of Defense
DoDAAC – Department of Defense Activity Address Code

DoDAAD – Department of Defense Data Administrator
DoDI – Department of Defense Instruction
DoT – Department of Transportation
DOTMLPF – Doctrine, Organization, Training, Materiel, Leadership and Education. Personnel and Facilities.
DPAP – Defense Procurement & Acquisition Policy
DSS – Defense Security Service
DUNS – Dun & Bradstreet Universal Numbering System
DUSD – Office of the Deputy Under Secretary of Defense
E2E – End-to-End Business Flow
EBS – DLA Enterprise Business System (ERP)
ECP – Engineering Change Proposal
eCOMMERCE – Navy electronic Commerce contract writing system
EDA – Electronic Document Access
EDI – Electronic Data Interchange
ELINS – Exhibit Line Item Numbers
EMall – Electronic Mall
EMMA – Enterprise Monitoring and Management of Accounts
EPLS – Excluded Parties List System
eProcurement – DLA contract writing capability within Enterprise Business System (EBS)
ERP – Enterprise Resource Planning
eSRS – Electronic Subcontracting Reporting System
FAPIIS – Federal Awardee Performance and Integrity Information System
FAR – Federal Acquisition Regulation
FBO – Federal Business Opportunities
FedBizOpps – Federal Business Opportunities
FFATA – Federal Funding and Transparency Act
FMR – Financial Management Regulation
FPDS – Federal Procurement Data System
FPDS-NG – Federal Procurement Data System – Next Generation
FSRS – Federal Sub-award Reporting System
GEX – Global Exchange System
GFP – Government Furnished Property
GFLSV – Government and Furnished Life Support Validation
GOTS – Government Off-the-Shelf
GSA – General Services Administration
HOA – Horn of Africa
I&AM – Identity & Access Management
IAE – Integrated Award Environment
IAW – Information Assurance Workforce
IBEX – Industrial Base Extension Program
IDEAS – Integrated Defense Enterprise Acquisition System
IGT – International Game Technology
IOC – Initial Operational Capability
IPP – Invoice Processing Platform
IT – Information Technology
ITIMP – Integrated Technical Item Management
IUID – Item Unique Identification
IWMS – Integrated Workflow Management System
JCOP - Joint Common Operating Picture
JCCS – Joint Contingency Contract System
L&MR – Logistics and Material Readiness
LRP – Loan Repayment Program
MDO – DCMA Modification and Delivery Order system
MIPR – Military Interdepartmental Purchase Request
MOCAS – Mechanization of Contract Administration Services
MOCAS API – Mechanization of Contract Administration Services, Application Programming Interfaces
NAICS – North American Industry Classification System
NavSeaPort – the Navy's electronic platform for acquiring support services
NDAA – National Defense Authorization Act

NISP - National Industrial Security Program
NCCS – NISP Security Contract Classification System
OC – Office of Council
oContrax – Contingency Contract Writing
OCS – Operational Contract Support
OCS COP – Operational Contract Support Concept of Operations
ODA – Official Development Assistance
OMB – Office of Management and Budget
ORCA – On-Line Representations and Certifications Application
OSD – Office of the Secretary of Defense
P2P – Procure-to-Pay
P2PPAWG – Procure to Pay Process Advocates Working Group
PADDS – Procurement Automated Data and Document System
PBORG - Procurement Business Operations Requirements Group
PCE – Procurement Committee for eGov
PDI – Program Development and Implementation
PDF – Portable Document Format
PDREP – Product Data Reporting and Evaluating Program
PDS – Procurement Data Standard
PGI – Procedures, Guidance, and Information
PI – Procurement Instrument
PPIRS – Past Performance Information Retrieval System
PPIRS-SR - Past Performance Information Retrieval System – Statistical Reporting
PPIRS-RC - Past Performance Information Retrieval System – Report Card
PR – Purchase Request
PRDS – Purchase Request Data Standard
PRISM – Office of Naval Research & Defense Health Agency contract writing system
PSC – Product and Service Codes
RA – Reserve Affairs
SAF – Air Force
SAM – System for Award Management
SEAPORT - the Navy's electronic platform for acquiring support services
SLINS – Sub Line Item Number
SLOA – Standard Line of Accounting
SNAP – Simplified Non-Standard Acquisition Program
SOP – Standard Operating Procedures
SPOT – Synchronized Pre-deployment and Operational Tracker
SPS – Standard Procurement System
SF-44 – Standard Form 44
TBC – Theater Business Clearance
TIN – Taxpayer Identification Number
TRCER - Theater Requirements, Contracting and Execution Reconciliation
TRGT – Theater Requirements Generation Tool
UAT – User Acceptance Testing
UCF – Uniform Contract Format
USD – Under Secretary of Defense
USD(C/DCFO) – Under Secretary of Defense (Comptroller) Deputy Chief Financial Officer
USD(P) – Under Secretary of Defense for Policy
WAWF – Wide Area Work Flow
WDOL – Wage Determination OnLine
WPAFB – Wright-Patterson Air Force Base